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30 January 1984

MEMORANDUM FOR: Director, OSWR
Director, SOVA
NIO/SP
NIO/GPF

FROM : Deputy Director for Intelligence/
Chairman, National Intelligence Council

SUBJECT : Advance Notification for DoD of Significant
Changes in Analysis/Estimates []

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1. Recently I have reviewed OSWR papers that report changes in our estimates []

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[] The implications of each of these papers for US defense programs is potentially significant. As you are all well aware, moreover, in the past we have changed our []

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2. In each of these cases, our analysis has had significant implications for US defense programs and policy. It will also come as no surprise that these estimates can cause real problems for DoD. It is understandable, therefore, that policymakers would like to have as much lead time as possible to consider these implications and adjust their positions accordingly when we are about to bring out a new assessment. This seems to me a reasonable request. []

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3. Often in the past we have relied on the intelligence components of DoD to alert their policymakers to changes in our estimates and analysis. I assume that all of you are in close contact with your intelligence counterparts at DoD and therefore that they are aware of these impending changes. It seems fairly clear, however, that the record of DoD intelligence organizations in alerting senior policy people to impending changes in intelligence assessments is mixed if not terrible. []

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4. Henceforth, to insure that the senior policy levels of Defense are aware when we are about to revise our analysis or estimate on significant military related issues, the following steps must be taken prior to publication of the paper or estimate:

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- You or your deputy should arrange to brief Ikle, Stilwell, Armitage, Perle, DeLauer, Wade and others as you deem appropriate. Similarly, the appropriate member of the NSC staff and appropriate officials at State and ACDA should also be briefed.
- A short paper (two pages or less) describing the change of estimate and reasons for it should be provided to the Director for him to take up with Secretary Weinberger at their weekly breakfast. This paper, as well as the briefings cited above, should specify whether there are any differences with DoD intelligence organizations on these issues and the basis of those differences.
- You should also give consideration to briefings at appropriate major military commands, although these need not precede publication of the papers and estimates.



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5. I know this represents an additional burden but, fortunately, significant changes of our estimates as noted in the first paragraph are not all that frequent. Because our work is in support of these policy agencies, it strikes me that we owe them advance notification in order that they can consider what if any action they need to take in response to analysis that will subsequently be made more widely available. These briefings are a service to provide lead time for policymakers; we are not coordinating, seeking their approval, or asking permission to publish. This policy is effective immediately.



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Robert M. Gates

cc: DCI
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EXDIR
C/ACIS
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